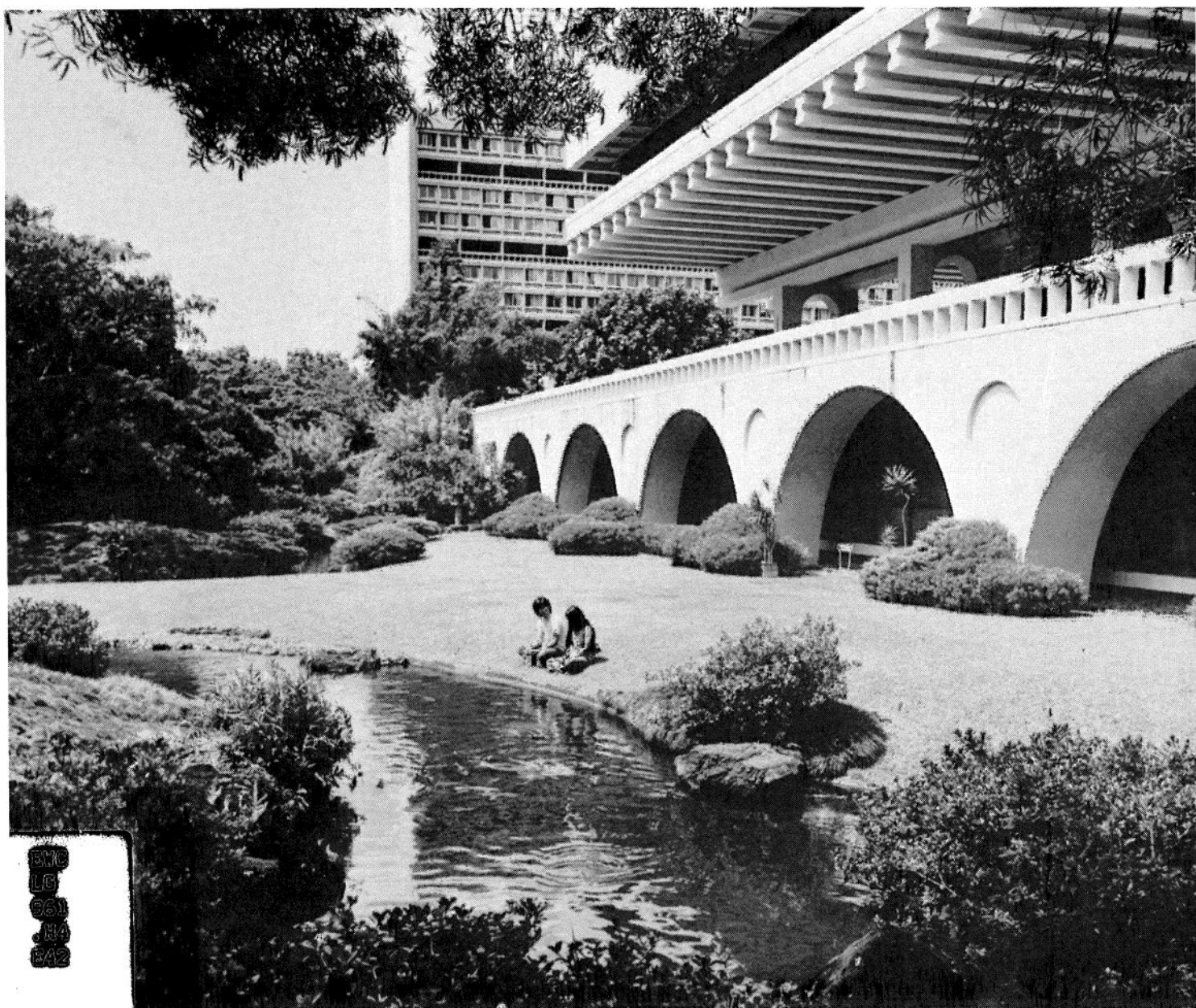


## **International Governing Board Strengthens Center Programs**



ENC  
LG  
961  
H4  
E42

## FOREWORD

THE EAST-WEST CENTER, established in Hawaii by the United States Congress in 1960, is a national educational institution with multinational programs. Its purpose is to promote better relations and understanding among the nations and peoples of Asia, the Pacific area, and the United States through their cooperative participation in research, study and training activities.

Fundamental to the achievement of the Center's purpose is the cooperative discovery and application of knowledge, and the interchange of knowledge, information, ideas and beliefs in an intercultural atmosphere of academic freedom. In Center programs, theory and practice are combined to help current and future leaders generate, test and share knowledge about important world problems of mutual concern to people in both East and West.

Each year about 1,500 scholars, leaders, public officials, mid- and upper-level managers, and graduate students come to the Center to exchange ideas and experiences in programs concerned with seeking alternative approaches and solutions to common problems. Participants and staff are drawn from the U.S. and more than 60 countries and territories, ranging from Korea to Iran on the Asian continent and from Japan to Australia to Easter Island in the Pacific. For each participant selected from the United States, two are selected from the Asian/Pacific area.

The professional staff of the Center includes outstanding men and women of more than a dozen nationalities, of diverse academic backgrounds, and with wide practical experience. The staff provides the framework, content and continuity for the widespread multinational participation in Center programs and for cooperative relationships with universities and other institutions in Asia, the Pacific area and throughout the United States.

### Problem-Oriented Programs

Program activities of the Center are carried out through problem-oriented institutes in which staff and participants work on such concerns as communication across national boundaries, culture and language learning, resource systems, population dynamics, and the impact of technology on the environmental society. Each year the Center also awards a limited number of "Open Grants" for graduate degree education and research by scholars and authorities in areas not encompassed by the problem-oriented institutes.

The Center is described as a "learning" institution, rather than a "teaching" institution, because it emphasizes the cooperative generation and exchange of knowledge; does not offer courses nor confer degrees; insists that problem issues addressed in its programs be of concern both in the East and in the West; develops intellectual products useful to educators and policymakers; and conducts its projects with multilevel, multinational and multidisciplinary participation. The basic units of work in Center programs are projects designed to integrate the cooperative efforts of researchers (both regular staff and visiting scholars), mid-career professionals (who contribute their knowledge and expertise while adding to their own skills and knowledge), and graduate students (who gain experience in Center-directed programs while studying for advanced degrees at the University of Hawaii). Continuing links with institutions in Asia, the Pacific area and the United States are strengthened by the Center's policy of designing, conducting and evaluating its projects in cooperation with other organizations, universities and agencies.

### Program Participation

The Center provides awards for seven categories of participants to join its academic and program support staff in its problem-oriented programs. A limited number of fully funded awards for participants in East-West Center programs is available each year to qualified candidates in each country of the Center's area of operations. Additional awards to qualified individuals can be made possible by contributions and cost-sharing in projects by cooperating governments, institutions, foundations and private organizations. Cost-sharing contributions are sought to support full or partial travel costs, participant stipends and other educational costs. Based on qualifications, country representation, space and logistical capabilities, the Center will admit participants who can provide the full cost of their participation.

### Governance and Funding

The East-West Center is governed by the autonomous board of a public, nonprofit, educational corporation—the "Center for Cultural and Technical Interchange Between East and West, Inc."—established by special act of the Hawaii State Legislature in 1975. Five members of the Board are appointed by the United States Secretary of State and five by the Governor of Hawaii. These appointed members elect five additional members from Asia and the Pacific area. Ex-officio members are the Assistant Secretary of State for Educational and Cultural Affairs and the Governor of Hawaii. The President of the University of Hawaii is a non-voting, ex-officio member.

The United States Congress provides basic funding for Center programs and for the variety of scholarships, fellowships, internships and other awards. Because of the cooperative nature of Center programs, financial support and cost-sharing arrangements are also provided by Asian and Pacific governments, regional agencies, private enterprise and foundations.

### Academic Freedom

The East-West Center embraces those aspects of academic freedom which guarantee the freedom to teach and the freedom to learn. Free inquiry and free expression for both participants and staff are indispensable and inseparable. Participants, whether from the United States or from foreign countries, as members of the academic community are encouraged to develop a capacity for critical judgment and to engage in sustained and independent search for the truth.

Individuals from foreign countries, as full participants in the educational process at the East-West Center, have the right to pursue formal knowledge, verbal or written, in whatever directions and with whatever legitimately appropriate associations as are necessary, without fear of reprisal.

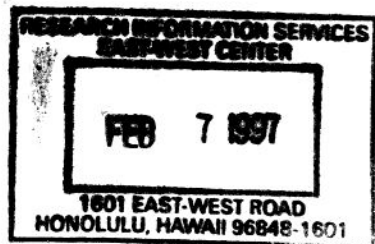
For its part, the East-West Center guarantees all participants the freedom of silence. No participant is required to engage in research on any topic or to make statements of any kind unless it is his/her wish to do so.

The East-West Center would be most concerned if any government placed its own nationals in jeopardy for engaging in normal academic studies on its campus; it urges other governments to accept the concepts of academic freedom prevalent here if they intend for their nationals to study at this institution.

Under provisions of the law establishing the East-West Center corporation, the institution shall neither conduct nor support any "classified" activity or research.

RESEARCH INFORMATION SERVICES  
EAST-WEST CENTER  
1777 EAST-WEST ROAD  
HONOLULU, HAWAII USA 96848

Reprinted from EAST-WEST CENTER MAGAZINE  
(SUMMER, 1975)



# East-West Center Becomes Public Corporation

**Effective July 1, 1975**

The East-West Center, operated by the University of Hawaii Board of Regents for the last 15 years, embarked on a new period of development July 1 when a Board of Governors was installed to guide the national institution as a public educational non-profit corporation.

The corporation act, which envisages continued primary funding by the U.S. Congress to promote better relations and understanding among the peoples of Asia, the Pacific and the United States, strengthens the Center's cooperative programs by opening the way for Asian/Pacific membership on the new governing board. The corporation act was passed by the Hawaii state legislature and signed into law by Governor George R. Ariyoshi.

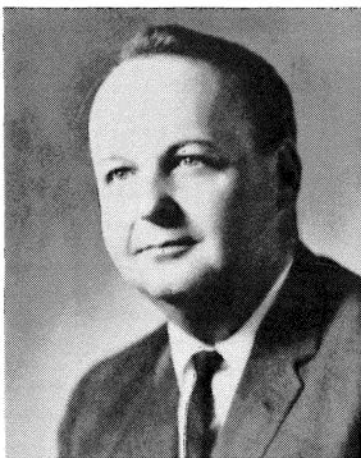
At the corporation's organization meeting July 1 Herbert C. Cornuelle, president of the Hawaii-based Dillingham Corporation, was elected Chairman of the Board of Governors and John K. MacIver, Milwaukee, Wis., labor lawyer, was elected Vice Chairman. Under terms of the corporation act Governor Ariyoshi and Assistant Secretary of State for Educational and Cultural Affairs John Richardson, Jr. serve as ex-officio members and each appoints five members of the Board of Governors (see page 3 for list of appointees). The president of the University of Hawaii, Dr. Fujio Matsuda, also serves as an ex-officio but non-voting member.

The act provides that the appointed members shall elect five additional members to the Board of Governors and the search for new members was given "high priority" at the organization meeting. Governor Ariyoshi has said in the past

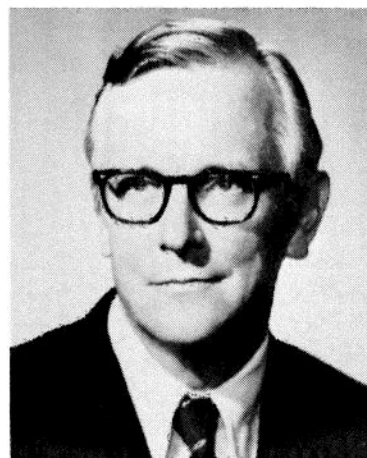
**Cornuelle**



**MacIver**



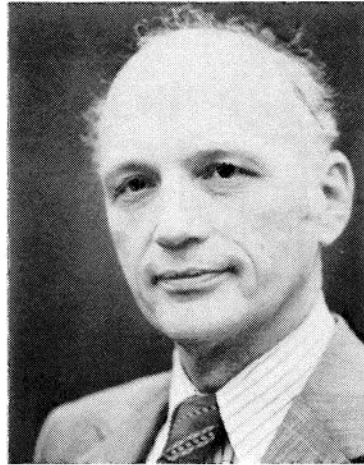
**Kleinjans**







**Ariyoshi**



**Richardson**



**Matsuda**

he expects distinguished Asians and Pacific area leaders to be among the five elected members. Assistant Secretary Richardson spoke of the "likelihood that the Board may wish to include non-U.S. citizens in the final five members."

Members of the Executive Committee were designated as the "search committee" to nominate members for election. In addition to Chairman Cornuelle and Vice Chairman MacIver, members of the Executive Committee are: Dr. Lucian W. Pye, Ford Professor of Political Science at Massachusetts Institute of Technology; Dr. Eleanor Bernert Sheldon, President of the Social Science Research Council in New York City; Dr. Mary G. F. Bitterman, Executive Director of Hawaii Public Television; Kenneth F. C. Char, President of Aloha Airlines; and University of Hawaii President Matsuda (non-voting).

The Board of Governors voted to continue the East-West Center's policy on academic freedom which prohibits all classified research and declares that the institution "embraces those aspects of academic freedom which guarantee the freedom to teach and the freedom to learn. Free inquiry and free expression for both participants and staff are indispensable and inseparable."

Action on appointing an International Advisory Council of from seven to eleven persons was deferred until after election of five remaining gov-

ernors, so that all members may take part in establishing the programmatic advisory group.

Dr. Everett Kleinjans, who has served as Chancellor of the East-West Center since 1968, was elected President of the corporation. Other Center executives elected officers of the corporation were:

Vice President for Academic Affairs—Dr. John A. Brownell, formerly Deputy Chancellor.

Vice President for Development—Dr. Jerry C. L. Chang, formerly Deputy Chancellor.

Secretary—Robert B. Hewett, Director for Publications and Public Affairs.

Treasurer—Ronald D. Boggs, Director for Administration.

President Kleinjans said the act of incorporation in itself would not change Center programs which are conducted by the East-West Communication Institute, the East-West Culture Learning Institute, the East-West Food Institute, the East-West Population Institute, the East-West Technology and Development Institute. Institute programs would be continued and Open Grants also would be maintained for graduate students and research fellows in areas not encompassed by the Center's problem-oriented programs. He added:

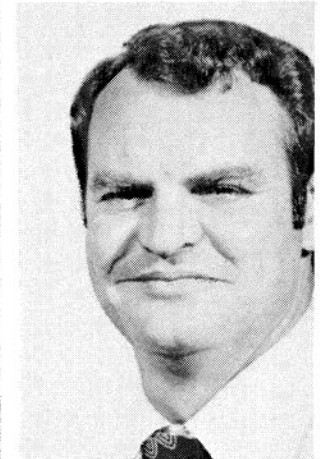
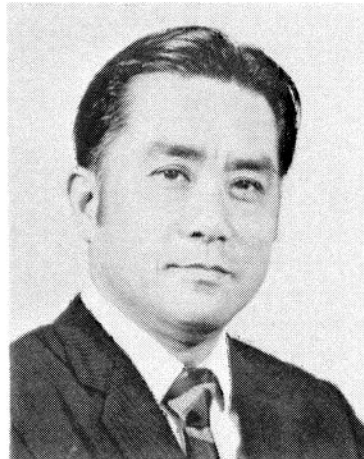
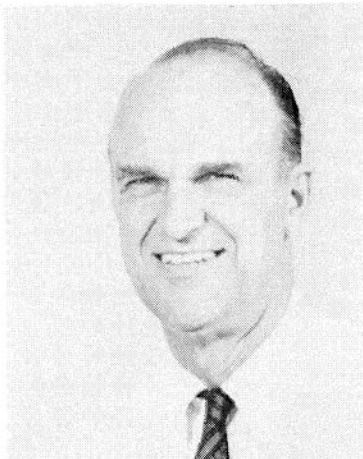
"The fact that the Center now has its own Board of Governors, with broader representation, will of course open the way for still greater coopera-

**Brownell**

**Chang**

**Hewett**

**Boggs**





tion with institutions in Asia, the Pacific area and the U.S. mainland, both in carrying out programs and in joint funding arrangements."

Governor Ariyoshi said that he and Assistant Secretary Richardson would not serve on the board's Executive Committee because "we wanted to keep from the Board any taint of political interference or political consideration. We want the Center to be a truly fully autonomous institution, with Board members such as we find today who are dedicated to the concept of bringing people together to achieve better understanding."

The official name of the corporation is the "Center for Cultural and Technical Interchange

Between East and West, Inc." The Center was established as a national educational institution in 1960 by the U.S. Congress, which authorized the Secretary of State to make the necessary arrangements with a public non-profit body in Hawaii to operate the institution. For the first 15 years the University of Hawaii Board of Regents served as that operating body. Now the corporation has been designated by the Governor of Hawaii to serve as the agency for carrying out the Congressional mandate to promote better relations and understanding among the nations of Asia, the Pacific area and the United States by means of cooperative study, training and research. □

## The New Governing Board

The act chartering The Center for Cultural and Technical Interchange Between East and West, Inc. provides for an 18-member Board of Governors. Ex-officio members are the Governor of Hawaii (George R. Ariyoshi), the Assistant Secretary of State for Educational and Cultural Affairs (John Richardson, Jr.), and the president of the University of Hawaii (Dr. Fujio Matsuda), who serves in a non-voting capacity. Five members were appointed by the Secretary of State and five by the Governor of Hawaii. This group in turn will elect five more members.

Appointed by Secretary of State Henry Kissinger for a three-year term:

**John K. MacIver**, Milwaukee, Wis., labor lawyer and Chairman of the Executive Committee of the National Review Board appointed by the Secretary of State to rep-

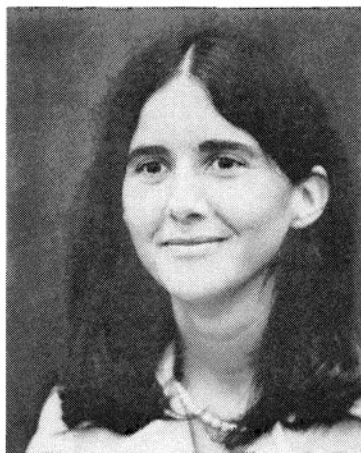
resent the national interest in the East-West Center during the period it was administered by the University of Hawaii Board of Regents prior to the establishment of the new public corporation. MacIver, 44, is a partner in the law firm of Michael, Best & Friedrich. Active in Wisconsin music and arts organizations, he also serves as President of the National Council on Alcoholism.

For two-year terms:

**J. William Fulbright**, former Senator from Arkansas, a one-time Rhodes Scholar and university president who is internationally known for his sponsorship of the Fulbright exchange-of-scholars program, Fulbright, 70, retired from the U.S. Senate last year after serving since 1945, much of the time as chairman of the Senate Foreign Relations Committee.

**Edgar F. Kaiser**, Chairman of the Board of California-based Kaiser Industries Corporation, which operates more than 100 enterprises in the U.S. and 19 other na-

Bitterman



Char

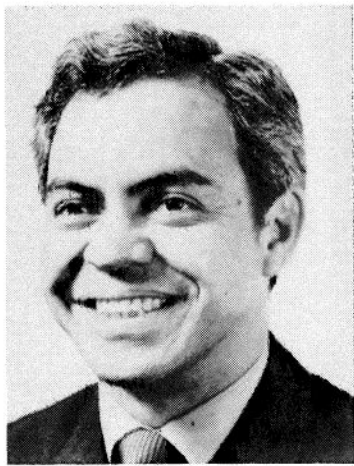


Fulbright

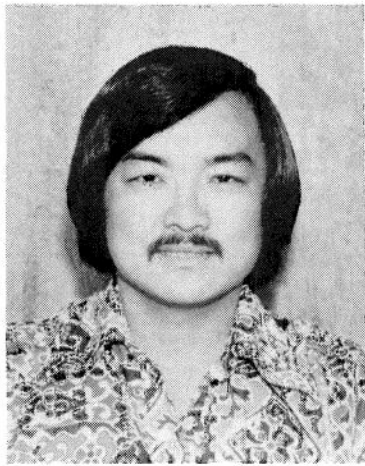


Kaiser





Kanahale



Okata



Pye



Sheldon

tions, including extensive operations in Hawaii. Born in 1908, Kaiser is the son of the late Henry J. Kaiser who lived in Hawaii. He has served on a number of presidential public service commissions as well as being active in civic and educational organizations in the San Francisco Bay area. In 1969 President Johnson awarded Kaiser the Presidential Medal of Freedom for his contributions to the development of low and moderate income housing.

#### For one-year terms:

**Dr. Lucian W. Pye**, Ford Professor of Political Science at the Massachusetts Institute of Technology and senior staff member of the Center for International Studies. Pye, born in China in 1921, has conducted field research in Burma, Malaysia, Hong Kong, Indonesia and India and is the author of several authoritative books on political development in Asia. He is vice-president of the National Committee on U.S.-China relations which sponsors cultural exchange activities with mainland China. He has served as a director or trustee of such organizations as the Council on Foreign Relations, Asia Society, Asia Foundation, Association of Asian Studies and Universities Service Center in Hong Kong.

**Dr. Eleanor Bernert Sheldon**, president of the Social Science Research Council in New York City since 1972. Born in 1920, she received her doctorate in sociology at the University of Chicago and taught and conducted research at Columbia University and the University of California at Los Angeles and Santa Barbara. She was sociologist and executive associate with the Russell Sage Foundation from 1961 to 1972 and serves on a number of advisory and directing boards for such organizations as the National Science Foundation, the U.N. Research Institute for Social Development, the RAND Corporation and Harvard Business School.

Hawaii Governor George Ariyoshi appointed five Hawaii residents as follows: For a three-year term:

**Herbert Cornuelle**, President of Dillingham Corporation since 1971. Born in 1920, Cornuelle is a graduate of Occidental College (1941) and the recipient of a University of Denver Sloan Fellowship. He was vice president of Dole Company from 1955-58, and president from 1958-63; executive vice president of United Fruit Company from 1963-67, and president from 1967-69. He joined the Dillingham Corporation as executive vice president in 1969. He is a trustee of Campbell Estate in

Hawaii, the Board of Governors of Kamehameha Schools in Hawaii, and a former chairman of the University of Hawaii Board of Regents. He is also chairman of the Aloha United Fund.

#### For two-year terms:

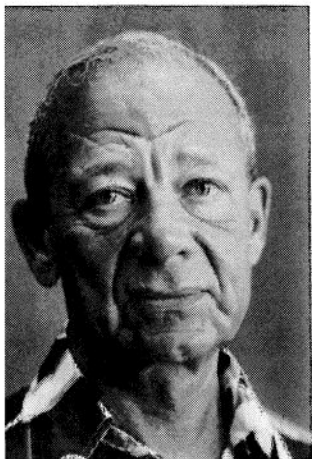
**Dr. Mary G.F. Bitterman**, Executive Director and General Manager of Hawaii Public Television since 1974. Dr. Bitterman was born in 1944 in San Jose, California, attended Dominican College, Georgetown School of Foreign Service, and the University of Santa Clara where she received a bachelor's degree in 1966. She received a master's degree and doctorate from Bryn Mawr in 1968 and 1971. She came to Hawaii as a lecturer in history at the University of Hawaii New College in 1971, and was named project manager of the Hawaii Environmental Simulation Laboratory in 1972.

**Russell K. Okata**, Deputy Executive Director of the Hawaii Government Employees Association since 1972. Born in 1944 on the island of Hawaii, he received a bachelor's degree in business administration from the University of Hawaii in 1967. He was named personnel management specialist with the Hawaii State Department of Personnel Services in 1968, joined the HGEA in 1970 as a research statistician and later administrative officer. He serves as vice president of the executive board of the Hawaii State Federation of Labor (AFL-CIO) and is a member of the Governor's Economic Advisory Task Force.

#### For one-year terms:

**Kenneth F.C. Char**, President of Aloha Airlines since 1965. Now 53, Char serves as director and first vice chairman of the Hawaii Visitors Bureau and is a member of the Business Advisory Council for the University of Hawaii College of Business Administration. A member of the Hawaii Bar Association, he also serves as honorary consul for the Republic of Nauru in Hawaii.

**Dr. George S. Kanahale**, international business consultant and former director of the Office of Conferences and Seminars at the East-West Center. A graduate of Brigham Young University, Kanahale served as director of the Hawaii International Services Agency from 1968-71 and then vice-president of the International Development Division, the Hawaii Corporation, from 1971-73. He currently serves as honorary consul for Indonesia in Hawaii, and is president of the Hawaii Music Foundation. □



Chernoff



Duffey

#### New members:

**Howard L. Chernoff**, of San Diego, California, was appointed by the Secretary of State to the Board of Governors of the East-West Center in June, 1976 to succeed Dr. Eleanor B. Sheldon, president of the Social Science Research Council in New York City.

Chernoff had long experience as a newspaper and broadcasting executive in Ohio, West Virginia, South Dakota and California before joining the United States Information Agency in 1965 as Executive Assistant to Director Leonard Marks. He was Commissioner General with the rank of ambassador of the U.S. Pavilion at EXPO '70 at Osaka, Japan.

In February, 1977 Chernoff joined the staff of the communication subcommittee of the House Committee on Interstate and Foreign Commerce as a consultant in drafting legislation to revise the Communications Act of 1934.

Chernoff was a Senior Fellow in the East-West Communication Institute in 1972-73. He conducted research and organized communication seminars while affiliated with the Institute.

Receiving the Peabody Award for outstanding public service in 1943, Chernoff was a correspondent in the European theater during World War II. He won the Variety Award for Expanding Radio's Social Usefulness in 1944 and the New York Times Award for Civic Responsibility in 1960.

Long active in San Diego civic and philanthropic activities, Chernoff was chairman of the mayor's committee to revise the city charter. He also was one of the founders of the San Diego Children's Zoo.

**Dr. Joseph D. Duffey**, Assistant Secretary of State for Educational and Cultural Affairs, is the newest member of the Board of Governors of the East-West Center.

By virtue of his position, Dr. Duffey serves as an ex-officio member of the Board succeeding John Richardson, Jr., who left the Department of State to become affiliated with the Georgetown University Center for Strategic and International Studies as executive director for social policy and as a research professor in the Georgetown University School of Foreign Service.

Assistant Secretary Duffey was appointed by President Jimmy Carter after serving as chairman of the Democratic National Committee's task force on education and playing a key role as a policy adviser in the Carter campaign. His most recent nonpolitical position was chief executive officer and spokesman for the American Association of University Professors. While in that capacity,



East-West Center staff explain program activities to the Board of Governors at a recent meeting (top photo). Ratu Sir Kamisese K. T. Mara, makes a point during a Board meeting. Listening are fellow Board members Kenneth Char, left, and Dr. Lucian Pye, right (bottom photo).

he served on a number of national boards and associations in the field of higher education.

Dr. Duffey is a native of West Virginia and a graduate of Marshall University of Huntington. He holds graduate degrees from Andover Newton Theological School, Yale University and the Hartford Seminary. He received his PhD degree with a thesis on the history of technology.

From 1969 to 1970, Dr. Duffey was an associate professor at the Hartford Seminary as well as founder and director of its Center for Urban Studies. He was a fellow of the John F. Kennedy School of Government at Harvard University in 1971. From 1971 to 1973, he was adjunct professor at Yale University and a fellow at Calhoun College there.

Dr. Duffey was among a small group of American university teachers who in the early 1960s sought to raise questions about United States involvement in Vietnam by organizing a series of campus "teach-ins." He was also active in the civil rights movement and served from 1969 to 1971 as national chairman of the Americans for Democratic Action, the youngest national chairman in the history of that organization.

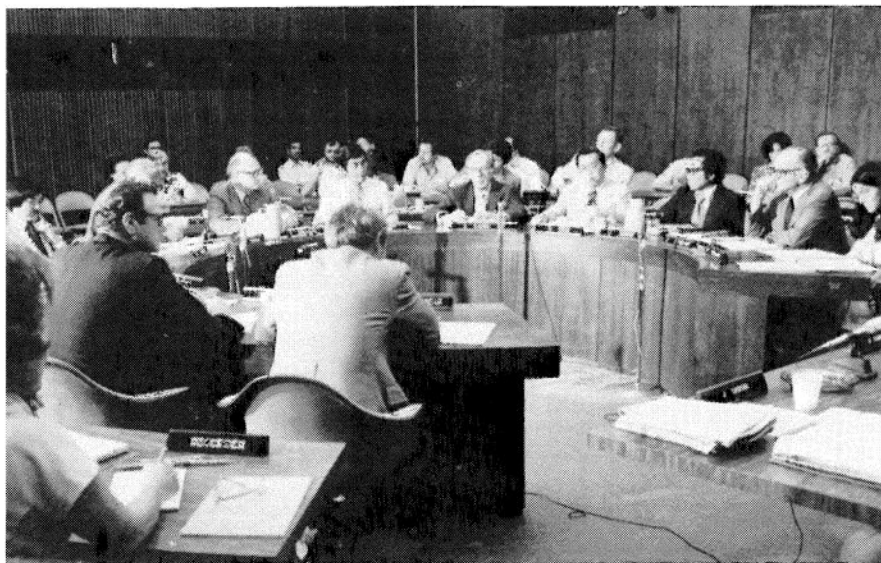
Dr. Duffey has traveled and lectured widely and is author of articles on social policy issues in a number of journals. He was the recipient of a Rockefeller Doctoral Fellowship and was named a post-doctoral fellow of the Society of Kent and Danforth Fellows. □



## Five Governors Elected to Board

One Fijian,  
Four Asians

*The East-West Center Board of  
Governors held their second full meeting  
at the Center in January.*



**A**t the January 12 meeting of the Board of Governors of the East-West Center, the Board elected five prominent citizens from Asia and the Pacific area to serve on the Board with members from the United States mainland and the State of Hawaii.

The five additional members elected at the Board's second meeting complete the Board's membership of 18 members as provided in the law passed by the Hawaii state legislature last year chartering the Center as a public educational nonprofit corporation.

Elected to one-year terms are: Ratu Sir Kamisese K.T. Mara, Prime Minister of Fiji, and Masaru Ibuka, Honorary Chairman of the Board of Sony Corporation, Tokyo, Japan; two-year terms: Dr. B.D. Nag Chaudhuri, Vice Chancellor of Jawaharlal Nehru University, New Delhi, India, and Dr. Puey Ungphakorn, Rector of Thammasat University, Bangkok, Thailand; three-year term: Dr. Onofre D. Corpuz, President of the University of the Philippines in Manila.

The new members bring to the Board additional international perspective from the Pacific area and Asia. The other Board members, appointed in 1975 by Secretary of State Henry Kissinger and Hawaii Governor George R. Ariyoshi, are from the United States.

Prime Minister Mara has held a long-standing interest in the affairs of the East-West Center. He addressed the Center community in 1975 at a Dillingham lecture. He has been active in Fijian government since his graduation from Oxford University in 1950. He has served in the Legislative Council, became Chief Minister and Member of the Council of Ministers in 1967, and with Fijian independence from Britain in 1970, Ratu Mara became Prime Minister and Minister for Foreign Affairs.

Masaru Ibuka is founder and now Honorary Chairman of the Board of the Sony Corporation. He graduated from Japan's Waseda University in the School of Science and Engineering in 1933. In 1946 he founded the Tokyo Telecommunication Company, which in 1958 became

the Sony Corporation. He has served as its President and Chairman of the Board. He has also served as chairman of numerous private and public institutes and associations in Japan, and is a foreign member of the Royal Swedish Academy of Engineering Science.

Dr. B.D. Nag Chaudhuri, a nuclear physicist, received his Ph.D. in 1940 from the University of California at Berkeley. He has been a professor of physics at Calcutta University, and currently heads the Government of India's Committee on Environmental Concerns. He is also the Indian co-chairman of the Indo-American Sub-commission on Education and Culture. He currently serves as Chairman of the Cabinet Committee on Science and Technology and is Science Adviser to the Ministry of Defense.

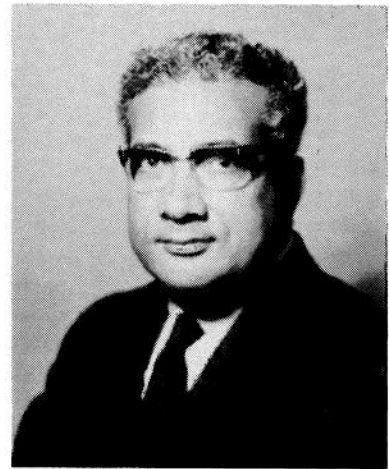
Dr. Puey Ungphakorn is a lawyer and economist. He received a B.A. in law at Thammasat University in 1937, a B.Sc. in Economics with honors from the University of London in 1941, and a Ph.D. in Economics in 1948. He has served as a Senior Economist in Thailand's Ministry of Finance, as Director of the Fiscal Policy Office, and as Financial Counsellor at the Thai Embassy in London. He has been a Deputy Governor for the Bank of Thailand, a Director of the Budget for the Prime Minister's Office, and is currently a professor of economics and Chairman of the Board of Trustees at the Asian Institute of Technology in Bangkok. He has also been named an Honorary Fellow at the London School of Economics.

Dr. Onofre D. Corpuz received his Ph.D. in Political Economy from Harvard University. In addition to his duties as president of the University of the Philippines, Dr. Corpuz serves as president of the Development Academy of the Philippines, and as chairman of the Presidential Commission on Human Settlements. From 1965-71 he served as Secretary of the Department of Education and Culture. In the past he has held positions as Vice President for Academic Affairs, and professor and chairman of the Department of Political Science at the University of the Philippines.

Board members appointed by the Secretary of State are: former Senator J. William Fulbright; Edgar Kaiser, Oakland, California, industrialist; John K. MacIver, Milwaukee, Wisconsin attorney; Dr. Lucian W. Pye, Massachusetts Institute of Technology political scientist; and Dr. Eleanor B. Sheldon, president of the Social Science Research Council in New York City.

Board members appointed by the Governor of Hawaii are: Dr. Mary G.F. Bitterman, executive director of Hawaii Public Television; Kenneth F.C. Char, president of Aloha Airlines; Herbert C. Cornuelle, president of Dillingham Corporation; Dr. George S. Kanahale, international business consultant; and Russell K. Okata, deputy executive director of the Hawaii Government Employees Association.

Ex-officio members are Governor George R. Ariyoshi; John Richardson, Jr., Assistant Secretary of State for Educational and Cultural Affairs; and Dr. Fujio Matsuda, President of the University of Hawaii. □



Ratu Mara

Ibuka



Corpuz



Nag Chaudhuri



Ungphakorn



*When ground was broken for the first East-West Center buildings in May 1961, University of Hawaii President Laurence Snyder, left, Board of Regents Chairman Herbert Cornuelle and first Center chief executive Murray Turnbull joined Hawaii Governor John Burns and Vice President Lyndon Johnson in turning the first earth. Burns and Johnson were prime movers of enabling legislation for the Center.*

# FIFTEEN YEARS TO MATURITY

## A History Of the East-West Center

By Gordon Ring



### Origins

The East-West Center was established by the United States Congress in 1960 as a national educational institution to foster better relations and understanding among the peoples of the United States, Asia and the Pacific Islands area through programs of cooperative study, training and research.

The Center's establishment in Hawaii was based on the conclusions reached by Congress and the Department of State that Hawaii's unique position within the United States offered special advantages for a national institution with Asian/Pacific perspectives which could not be duplicated anywhere else in the country. The State Department's proposal for establishing the East-West Center noted that "the unique characteristics of Hawaii are highly favorable to the development of such a Center. These are principally; (1) its climate, (2) its geographical location, and (3) its resident citizen population of broadly composite character."

Hawaii's citizens had recognized for many years the special role their islands play in bringing together the diverse peoples and cultures of Asia,

the Pacific and the United States. This awareness can be traced to the early years of this century when the Pan-Pacific Union and the Institute of Pacific Relations were established in Hawaii. During the same period, the University of Hawaii, which was founded in 1907 as a land-grant college, also developed a special concern for the Asian/Pacific area. With a total student body of only 8,000 in 1959, the university catalog listed more than 100 courses associated with Asia. Furthermore, the university had actively sponsored many international conferences which brought together people and ideas from around the Pacific Basin. Most important were the East-West Philosophers' Conferences, begun in 1939, which achieved international academic stature for stimulating dialogue between intellectuals of the Orient and the Occident.

### The Impetus of Statehood

As the university strengthened its special ties and interests with Asia, the dream of an international center was conceived by members of the university and others in the community. Thus a social and political climate conducive to the establishment of the East-West Center existed by the late 1950's. However, the catalyst which brought together the vision of the Hawaiian community and the federal support essential for mak-



ing the vision a reality was the achievement of statehood for Hawaii and the resulting bond of friendship between two men—John A. Burns and Lyndon B. Johnson.

John A. Burns, as Hawaii's Territorial Delegate to Congress in the late 1950's, fought long and hard for the admission of Hawaii as a state. During the many months of Congressional maneuvering which preceded statehood in August 1959, Burns and Johnson, then the Senate Majority Leader, came to know and respect each other. As statehood became a certainty they considered how the unique resources of this newly emerging state could be best utilized for the benefit of the nation. Burns testified at the Senate appropriation hearings in 1960 that he and Johnson both agreed that the East-West Center "was a logical step to take after statehood. For what this bill proposed was to utilize, practically and intelligently, the new resource which, in a real sense, Hawaiian statehood had just created."

Lyndon Johnson first publicly suggested the concept of an international center during a speech at the American Society of Newspaper Editors in Washington, D.C. on April 16, 1959. He proposed that the nation establish an international university in Hawaii "as a meeting place for the intellectuals of the East and West." He noted that "for too many years, we have neglected the simple things that would break down the barriers between ourselves and people who should be our friends."

In order to implement this concept, on June 9, 1959 Senator Johnson introduced a bill for the "establishment of a Center for Cultural and Technical Interchange Between East and West in Hawaii." Concurrently, Representative Saund (for Delegate Burns who was not in Washington at that time) introduced an identical bill into the House of Representatives. After several weeks of review, P.L. 86-108 was passed by Congress on July 24, 1959 which included an amendment calling for the Secretary of State to prepare a plan for the establishment of the Center.

### **The Commitment in the Community**

The local community immediately accepted the challenge of replacing the old stereotype of Hawaii as a remote outpost of the United States with the new concept of Hawaii as the nation's bridge to Asia and the Pacific. The State Legislature and the University of Hawaii Board of Regents both endorsed the concept of the East-West Center, and planning for the proposed Center began immediately after Lyndon Johnson's April 16, 1959 speech in Washington. University of Hawaii President Laurence Snyder set up a university committee to develop a concrete proposal. A few months later Governor Quinn established a state committee to work with the university group which, by August 28, 1959 had refined its proposal for an international college and submitted it to the Governor.

The proposal basically recommended "that an

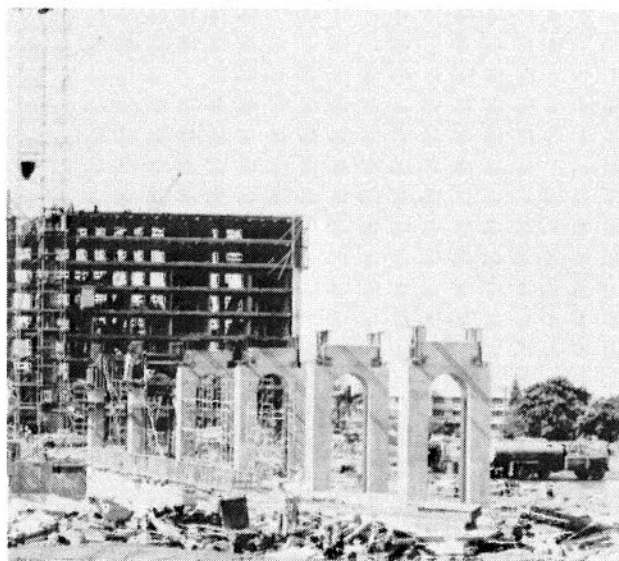
international college be established and maintained as a new college at the University of Hawaii," which "will be organized and supervised in the office of a separate college within the university, which shall otherwise be thoroughly integrated with existing projects and facilities of the university."

A proposed companion unit to the new college was to be an international training facility which "could expand and expedite an extensive series of on-the-job and in-service training programs which Hawaii already has in operation." It was anticipated that the existing International Cooperation Center, established under the Governor's Office in 1954, would form the nucleus for this International Training Facility.

### **A Plan for the Center**

In preparing a plan for the Center as Congress had mandated, the Department of State assembled an inter-agency working group composed of representatives from the Department of State, Department of Health, Education and Welfare, United States Information Agency, and the International Cooperation Administration. This group visited Hawaii from October 19 to 31, 1959 and the State Department report submitted to Congress in December 1959 included the major recommendations of the Hawaii proposals, concluding that "an international center, as proposed, concentrating on Asian and Pacific affairs and established in connection with the University of Hawaii, would make a valuable contribution to the programs of the United States for the promotion of international educational, cultural, and related activities." To finance this Center, the report estimated that \$8.3 million would be required for the first three years. However, the report noted that "no special provision has been

*First buildings to take shape on the East-West Center campus in late 1961 were the administration building (foreground) and the high rise dormitory, later Jefferson Hall and Hale Manoa.*



made for these needs in the budget for 1961." Therefore, although the Department of State recommended the establishment of the East-West Center, no federal funds were initially requested by the executive branch to fund the Center.

During the spring of 1960 Lyndon Johnson, John Burns, and Hawaii's recently elected Congressional delegation of Senator Oren Long, Senator Hiram Fong, and Representative Daniel Inouye, worked to move enabling legislation through Congress. On April 19, 1960 Senator Long introduced a bill for the establishment of the East-West Center. The bill's sponsors included Senator Fong, Lyndon Johnson, Everett Dirksen, and 45 other Senators. The final form of the bill passed the Senate on May 2 and was signed into law by President Eisenhower on May 14, 1960.

---

Chapter VII of P.L. 86-472 reads in part:

The purpose of this Chapter is to promote better relations and understanding between the United States and the nations of Asia and the Pacific through cooperative study, training, and research, by establishing in Hawaii a Center for Cultural and Technical Interchange Between East and West... primarily in support of the objectives of the United States... promoting the international, educational, cultural, and related activities of the United States.

---

### Still No Funds

Although enabling legislation had been passed for the East-West Center, there were still no funds to implement the Act. However, on June 1, 1960 President Eisenhower submitted to Congress budget amendments in which he recommended a one-time appropriation of \$8,300,000 to "be used for the federal contribution toward the construction of facilities and, during the first three years, cost of operating the Center; scholarships for Asian, Pacific, and American Scholars; and advisory services."

Congressional supporters of the bill felt this proposal from the executive branch was inadequate to meet the requirements for the proposed Center. The Senate Appropriations Committee noted that "the committee is disappointed at the inadequate program presented by the executive branch." Strong Congressional support over the next few months pushed the appropriation for the Center from \$8.3 million to \$10 million (P.L. 86-678 approved August 31, 1960) with the important assurance that additional Congressional funding would be provided in the years ahead.

Therefore, by the summer of 1960, the only detail remaining to be resolved was the determination of how the East-West Center would actually be established and operated in Hawaii. Although the State Department report recommended close association with the University of Hawaii, the enabling legislation did not refer to any specific agency. It stated that the Secretary of State shall provide for the establishment of an educational institution "through arrangements with public,

educational, or other nonprofit institutions." In order to formally designate the University of Hawaii as the appropriate agency, Governor Quinn wrote to Secretary of State Herter on July 7, 1960 designating "the University of Hawaii as the authorized agency of the State of Hawaii to receive grants from the Department of State in order to staff, maintain, and operate the Center, all in accordance with the purpose and provisions of Chapter VII of the Mutual Security Act of 1960."

The Department of State accepted Governor Quinn's designation, and on October 25, 1960 a Grant-in-Aid Agreement was approved by the Department of State and the University of Hawaii Board of Regents "to enable the university to establish and operate in Hawaii a Center for Cultural and Technical Interchange Between East and West..."



*In the East-West Center's 15-year existence, many foreign and domestic dignitaries have come to the Center on official and unofficial visits, including Pat Nixon in 1969, here flanked by Chancellor Everett Kleinjans and chatting with Wali Naibi of Afghanistan.*

### The First Fifteen Years, 1960-1975

Since the first grant-in-aid agreement in 1960 the federal government has continued to provide the financial support required to operate the East-West Center. In total, Congress has appropriated \$91 million to the Center as of fiscal year 1975. As a result of this continuing federal support and the cooperation of the state and University of Hawaii, the East-West Center has developed into an impressive educational institution of recognized international stature.

From its inception, East-West Center programs have emphasized the human dimension in international understanding. By providing opportuni-

ties for culturally diverse people to learn a skill or profession, to do research and writing, to work and play, to laugh and cry together, Center programs are aimed at developing those thin lines of trust, friendship and common interest which will tie individuals from over 60 different countries and territories into a community of understanding.

Lyndon B. Johnson, then Vice President, attended the groundbreaking ceremony for the East-West Center complex buildings on May 9, 1961. As principal speaker Johnson remarked that, "I am not quite ready to contemplate my own epitaph—but of all the works to which I have contributed, I have greatest confidence that this East-West Center will outlive them all." The East-West Center buildings, including an administration building, a theatre, two dormitories, transient quarters, and a classroom building, were completed in 1963 at a cost of more than \$8 million in federal appropriations. They are situated on a substantial area of land made available in perpetuity to the East-West Center by the University of Hawaii for the purposes of the East-West Center.

### **Responsible to the President**

During its first year, the Center began operating according to the plans formulated by the Hawaii committee and refined in the State Department's report to Congress. The director of the Center was responsible to the president of the University. There were two major components, the International College and the International Training Agency. The International College provided programs and services for degree students and research scholars. Initially, the English Language Institute, the Institute of Advanced Projects, the Translations Bureau, the Institute of American Studies, the Asian Studies Program, and the Overseas Operations Program were all directly associated with the Center. The International Training Agency provided short-term practical training projects for participants from Asia and the Pacific area. And in 1961 the State-administered International Cooperation Center was incorporated into this East-West Center agency.

In 1961, on the advice of the Department of State and the Board of Regents, a small group of nationally known educators was invited to Hawaii to evaluate the Center and provide recommendations for improving its operation. This Committee of Consultants, led by Dr. Clark Kerr, then President of the University of California, made several recommendations which significantly changed the course of the Center's development.

One of the major recommendations was that the International College be disbanded because "the formal education of students and the granting of degrees cannot be undertaken by the Center... The Institute of American Studies, Asian Studies and Overseas Operations Programs, Foreign Student Advisor Program, and the English Language Institute should be carried out by the university

under... appropriate colleges or administrative units."

On July 6, 1961 the Board of Regents accepted the Kerr Committee recommendations including the statement of the University administration that:

In general the administration [of the University of Hawaii] heartily approves and concurs with the [Kerr] Report and can readily proceed to reorganize the Center in accordance with the proposals it contains and to carry out the suggestions put forth...

As a result of this decision, the Center was reorganized along the basic lines of the enabling legislation which suggested "cooperative study, training, and research," by establishing administrative institutes for these three functions which remained in existence until 1970. During this period the Center operated largely as a grant administering agency, coordinating the study of students at the University of Hawaii, the training of non-degree participants by various State of Hawaii agencies, and the support of research activities of senior scholars.

Several support programs developed to assist the three administrative institutes. The East-West Center Library built a collection of 300,000 volumes and periodicals specializing in Asia/Pacific materials for the period since 1945. The East-West Center Press, as the publishing arm of the Center, developed an import and export book program and issued new publications originating in the Center, at the University of Hawaii, and other East and West institutions. Through the cooperation of the institutes, the Conference and Seminar Program organized international conferences and seminars designed to serve Center programs and goals.

### **To Represent the National Interest**

In 1964 a second major external evaluation of the Center was arranged through the United States Advisory Commission on International Educational and Cultural Affairs. The consultants were Roy E. Larsen, Chairman of Time, Inc., and James M. Davis, director of the International Center at the University of Michigan. The report's major recommendation was to enhance the national identity of the Center by establishing "a national advisory and review body, to be known as the National Review Board and to provide formal representation of the national interest" with general responsibilities to "review continuously the programs and operations of the East-West Center from the standpoint of the national interest, and to advise the Department of State with regard to the Center's program and operations."

This recommendation was accepted by the Department of State and in May 1965 the first National Review Board meeting was held in Washington, D.C. after the members were introduced to President Lyndon Johnson. Governor John Burns was named chairman of the Board and con-



tinued to serve in this role until his death in April 1975.

### Need for Restructuring

During the later part of the 1960s serious thought was given to the feasibility of restructuring the Center's programs to build a more educational competence into the Center as mandated by the enabling legislation and to more fully meet the goal of promoting understanding and better relations. The result of this extensive study was the establishment of problem-oriented programs in 1970.

This approach was based on concepts articulated from the very beginning of the Center which stressed innovativeness, flexibility, and specific foci for Center programs. The problem-oriented approach was first specifically recommended by an East-West Center/University of Hawaii Task Force Report in 1966. The Task Force submitted its final proposals for a five year program projection for the East-West Center in January 1967, to the Joint Commission on EWC/UH Affairs. In describing the basic means for implementing the five year plan, the report indicated:

The East-West Center should identify major problems of Asian concern, of American concern, and of common concern. Once identified, a decision should be made as to those with which the Center, supported by University of Hawaii strengths, might appropriately deal. Thereafter, all elements of the Center should jointly approach the solution of designated problems, utilizing the selection and invitational processes to bring in suitable senior specialists, students and trainees, and associating the University, the Center's three institutes, the Conference program, the library and the press in an integrated effort. Once committed to specific problems, the Center should pursue them for periods sufficiently long to realize solutions.

During 1967 the Center's new deputy chancellor for academic affairs, Dr. Everett Kleinjans, began exploring in detail the implications of this problem-oriented approach. By early 1968 he had prepared the fifth draft of a paper entitled, *The Search for Understanding: A Plan of Development for the East-West Center*. In defining this approach, Kleinjans stated that:

Such problems, although academic in nature and content, will not duplicate university programs but be complementary to them. In a university, scholars are grouped around a common discipline, presided over by a chairman, and are called a faculty. In the EWC, scholars will be grouped in programs centered around a problem, be drawn from several disciplines, and be presided over by a director. Each program will have several projects whose members will constitute teams.

### A Focus for Cooperation

Kleinjans noted that problem-oriented programs provide a focus around which participants from East and West can come together to work

and learn to cooperate with each other. By involving individuals from different disciplines, professional levels and countries within each team, the communication gaps which exist between disciplines, professions and countries can be bridged.

On the basis of Kleinjans' proposal, the National Review Board in April 1968 joined the Board of Regents in recommending that the Center incorporate problem-oriented programs into its operations. Almost immediately, Kleinjans was chosen chancellor of the Center.\*

The first problem-oriented program grew out of a conference financed by the Rockefeller Foundation in July 1967. About 25 Asian and American specialists discussed the problems of population growth. Subsequently, the Center developed plans for a program of research and study into population problems. The program began in 1968 when the Agency for International Development made a grant of \$4.1 million to enable the Center to conduct a five-year population program.

In March 1969, after unanimous vote of the University of Hawaii Faculty Senate and the Council of Deans following a series of hearings, *Academic Plan II for the University of Hawaii* was issued. Chapter 27, dealing with the East-West Center, devoted considerable space to the development of problem-oriented programs and noted that "the major task during the years 1968-76 will be gradually to integrate the work of the Center around programs and subprograms, a major portion of which will be problem-oriented." On April 16, 1969, the Board of Regents approved this development plan.

### Problem Orientation

On July 1, 1970 the three former administrative units of the East-West Center were replaced by the addition of problem-oriented programs in communication, culture learning, food, and technology and development to the already existing population program. In order to insure a smooth transition and provide for flexibility and innovation, an office of Open Grants was also established. A detailed description of program content is included in the following article.

During the first 15 years, the East-West Center has achieved a great deal. In its efforts to build cooperation and understanding between East and

---

\*The chief executive officers of the East-West Center since 1960 include:

1960-61	Murray Turnbull, Professor of Art, University of Hawaii
1961-63	Alexander Spoehr, former director of Bishop Museum, Honolulu
1963-65	Thomas Hamilton, President of University of Hawaii (Acting Chancellor)
1963-65	John Allison, former Ambassador to Japan (Deputy Acting Chancellor)
1965-68	Howard Jones, former Ambassador to Indonesia
1968-present	Everett Kleinjans, former Vice President at International Christian University, Japan

West, the Center has involved 25,000 individuals from 43 Asian/Pacific countries and territories and the U.S. in its programs. Participants have included 21,259 practitioners in short-term educational projects, 638 researchers and senior scholars, and 2,797 degree students.

Center alumni are at work in their home countries and abroad. They are educators, diplomats, administrators and technicians in international development programs, businessmen, lawyers and government officials. They represent the spectrum of professions ranging from hotel management in Korea to the Vice Chancellor of Kebangsaan University in Malaysia, to a member of the National Planning Committee in Nepal, to the Director of Education in American Samoa.

The senior scholars who have come for specialized research and advanced study have included men and women who are now presidents, chancellors, vice presidents and deans of universities. They have included research directors, high government officials, political figures, diplomats, officials of international organizations, employees of national professional organizations, publishers, journalists and educators.

The degree students include individuals working in international organizations such as FAO and UNESCO, United States foreign service officers, secondary school teachers and administrators, and faculty members of universities and colleges in the United States and throughout the Asian/Pacific area.

The practitioners include numerous administrators and legislators in Micronesia, university professors and presidents, government officials, and leaders in public health services, as well as

*Professional training programs were conducted by the Center's Institute for Technical Interchange prior to 1970, under the direction of Y. Baron Goto, and upon his retirement in 1968 by Dr. Dai-Ho Chun, left center.*



many other fields of endeavor throughout the Asian/Pacific area.

With the development of problem-oriented programs, the Center is also contributing to the generation, testing and dissemination of knowledge of mutual significance to East and West. For example, through professional publications such as *Topics in Culture Learning*, papers of the various institutes as well as curriculum materials such as English Language teaching materials, university curricula for community nutrition, and learning modules for population programs, the Center is developing and sharing new knowledge on areas of mutual interest to the United States and the Asian/Pacific area.

## Incorporation

John Burns, as Chairman of the National Review Board, wrote to Assistant Secretary of State John Richardson, Jr. in December 1974 that:

In recent years, the National Review Board—which you sometime ago invited me to chair—has devoted much attention to the requirements of matching the Center's institutional structure to its maturing capabilities and the national and international challenges confronting it. In its deliberations, the NRB has had foremost in its mind the admonition of Congressman Wayne Hays of Ohio, made in 1961, that "priority should be given to studying the desirability of increasing the autonomy of the Center."

In transmitting to the Department of State the recommendations of the National Review Board for establishing an independent entity to operate the Center, Burns concluded that:

...I submit to you the recommendations of the NRB for the initiation of these new arrangements with my strongest personal endorsement. I foresee that the arrangements proposed in these documents will enhance the national identity and the international reputation and esteem of the Center, while at the same time achieving a broader level of cooperation in the joint effort upon which the State of Hawaii and the Federal Government embarked a decade and a half ago in the service of greater harmony among human kind.

Specifically, the National Review Board in studying establishment of an autonomous public corporation concluded that it could accomplish the following objectives:

1. Promote the further development of the Center as an international institution by facilitating international funding for Center programs and allowing for international participation on the governing board.
2. Clarify the national identity of the Center as intended by the Congressional legislation which established the Center.
3. Allow the Center to play an even greater part in Hawaii's role as a meeting ground for East and West as envisioned by the local community leaders who originally helped plan for the establishment of the Center.



Noted artists Jean Charlot (top) of Hawaii and Affandi of Indonesia were at the Center in 1967 as Senior Specialists. As a final act, they each painted a large fresco (water color on wet plaster) on a wall of each stairwell at Jefferson Hall.



4. Recognize the substantial accomplishment of the Board of Regents in developing the Center to a stage of maturity where it can function most effectively as an independent entity which will continue to actively cooperate with the University of Hawaii.
5. Improve the administration of the Center by placing the responsibility for governing the Center in the hands of trustees who are free to devote their full attention to the Center and by providing one set of policies and procedures designed to meet the unique requirements of the Center.

The concept of incorporation is not new—it has been proposed numerous times over the years. However, until recently the Center had not achieved the institutional development required for operating as an independent entity separate from the administrative support of the University of Hawaii. The most recent proposal for establishing a public corporation to operate the Center was based on extensive study and consultation begin-

ning in November 1973 with all interested parties including the Department of State, Congressional appropriations committees, Hawaii Congressional delegation, University of Hawaii Board of Regents, administration and faculty, employees' collective bargaining agent, and the East-West Center administration and staff.

The National Review Board executive committee responded to the suggestion of incorporation by establishing an ad hoc committee to explore the possibilities of incorporation, and the NRB invited the Board of Regents, the University Administration, the Department of State, and the Center administration to appoint representatives to sit on this ad hoc committee. The ad hoc committee first met in March 1974 and again on May 10 and June 20. In discussing this proposal at the June 21 meeting of the National Review Board executive committee, Assistant Secretary of State John Richardson, Jr. emphasized the importance of providing autonomy for the Center:

I would have no hesitancy in saying the word "autonomy" is a good word, provided it applies to autonomy from the State Department as well as autonomy from the State of Hawaii and the Regents of the University.

... Really, what we are talking about is "autonomy for," however. We are talking about autonomy for the purpose of carrying out a mission—which is, if properly carried out, in the interest of all the parties who are represented at this table...

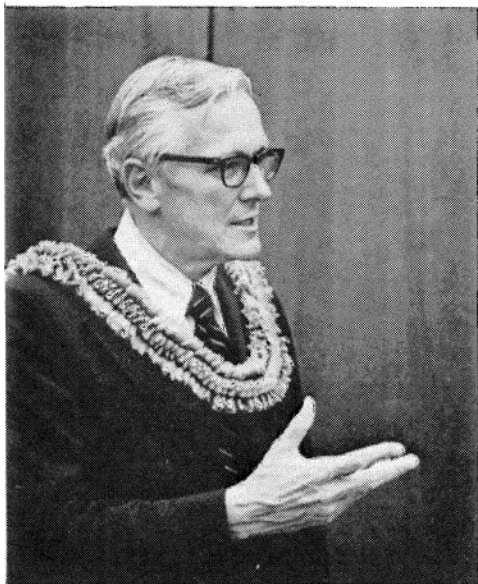
At the same meeting, then Acting Governor of Hawaii George Ariyoshi summarized his opinion regarding incorporation as follows:

The public corporation to be established under the laws of the State of Hawaii should permit the East-West Center to play an even greater part in Hawaii's role as a meeting ground for East and West... Governor Burns and all of us who have supported the East-West Center from its inception have recognized the national character and importance of the East-West Center. We are proud that Congress chose to establish the Center in Hawaii. We believe that the strengthened international character resulting from public incorporation will result in increased support not only from Congress, but from the Asian and Pacific nations which send some of their best men and women here to work together in our multinational society.

At its September 1974 meeting, the NRB directed its legal counsel, Gerald A. Sumida, to draft a legislative bill constituting the charter of a Hawaii educational non-profit public corporation to administer and improve the Center; an agreement between the Department of State and the proposed corporation; and an agreement between the University and the proposed corporation.

(Continued on page 17)





One major challenge facing educational institutions, President Everett Kleinjans wrote in a background paper for the East-West Center's new Board of Governors, is to educate people to cooperate in dealing with change and uncertainty. Following are some excerpts from his paper dealing with the Center's orientation to "real world problems" and describing changes in the world situation which have affected the institution's programs.

Reprinted from EAST-WEST CENTER MAGAZINE  
(SUMMER, 1975)

## In Search of Understanding

### Precepts of Relevance For Programs and Style

By Everett Kleinjans

The Center's goals "to promote better relations and understanding" and the means of "cooperative study, research and training" are particularly appropriate to the emerging world of the last quarter of the 20th Century. Every educational institution comes into existence at a certain time and place in response to certain circumstances and must remain responsive to changing circumstances. To be germane to East-West relations and understanding, the Center must also adapt. The following perceptions of developing conditions over the past twenty-five years or so are an attempt to illustrate the relevance of the Center's programs and style.

(1) During the post-World War II period the world has significantly changed from a bi-polar world of ideology to a multilateral world of multifaceted problems. Although ideology still plays a role in international relationships, it certainly is not as dominant as it was in the late Forties, the Fifties, and the Sixties when the clash between capitalism and communism was at its peak. Today, world problems dominate. We see some 80 million people added to the world annually. Hunger and malnutrition are rampant. Inflation-cum-recession is threatening the economy of the entire world. Super-affluence and careless consumption in some countries threaten the supply of resources. Pollution endangers our environment and overcrowding menaces the life of our cities. All countries face these and other problems, but no ideology has magic solutions for them... The point is that today problems, rather than ideology, predominate and future relations will most likely be determined by our ability to work together to solve them rather than by embracing some ideology.

(2) Although a vast number of independent nations have arisen since World War II and nationalism is stronger today than ever, paradoxically the nations of the world are of necessity becoming more and more interdependent. In fact, it is becoming more difficult all the time to separate national domestic affairs from international affairs. The search for energy and raw materials, the devaluation of the dollar, the extinction of whales, the use of communication satellites, the conduct of the Vietnam War, the formation of transnational corporations, the deterioration of the environment, all these and more are evidence that we live in an interdependent world in which nations not only do but must interact as never before. No nation is an independent island of self-sufficiency. To make this interaction benign, people must learn to cooperate cross-culturally and internationally.

(3) Since World War II mankind, both East and West, has lived more and more in man-made environments. People are flocking, for example, to cities which are built with man-made technology. Although there is the danger of enslaving ourselves to our mechanical servants, there is also the great possibility of getting these servants to work for us, relieving us of the more inhuman, back-breaking toil. But man-made environments, with all their technology, evidence certain important characteristics. First, change occurs most rapidly in them. The great cities, created by technology, are the industrial, communication, intellectual, and cultural synapses of the world. There one finds the huge factories and the headquarters of business, the TV and radio stations, the mass circulation newspapers, the international airports, the great universities, and the great con-

## In Search . . .

cert halls, theaters and cathedrals. The small towns that have been changed most over the years are those that once were close to and now have been incorporated into the orbit of the exploding metropolis. So man-made environments change most.

Second, the man-made technological society is of necessity a cooperative society. If bus drivers, school teachers, telephone operators or garbage collectors go on strike the society can come to a virtual standstill. If a person fails to cooperate by forgetting to put gasoline into his/her car before going to work in the morning and then runs out of gas on a busy bridge or in a busy tunnel, cars will be backed up for miles and thousands of people will be late for work. In the technological society cooperation is essential.

(4) In struggling mightily to develop their countries, Asians have dealt with the quality of life mainly as standard of living but also as meaning of existence. Certainly many countries have moved toward greater affluence. Furthermore, they have improved their universities and built many excellent research institutions such as the Korean Institute of Science and Technology (KIST) in Seoul, the International Rice Research Institute (IRRI) in Los Banos and the Asian Institute of Management (AIM) in Manila, the National Institute of Development Administration (NIDA) in Bangkok, the Bandung Institute of Technology in Indonesia, and the Regional English Language Center (RELC) in Singapore. In the Pacific area three new universities have been established over the past decade and a half: the University of Guam, the University of the South Pacific in Fiji, and the University of Papua New Guinea. The Asian universities seem able to take care of scholars through the Master's degree and beyond. The Pacific universities are offering good Bachelor's programs. Such universities and institutes not only provide a base for educating people of the country and region in which they are located, but also are excellent intellectual points of contact at which to establish East-West cooperative relations on a basis of genuine partnership in the universal quest to improve the quality of life.

(5) Modern society has become a knowledge society characterized by vast research, data processing, information storage and retrieval, mass education and mass communication. Knowledge proliferates at such a pace that a scholar or manager finds it difficult to keep up even in his own field of specialization, to say nothing of related fields. In such a situation men from different fields with different specializations and working at different professions must learn to communicate and work together, especially in attempts to apply knowledge to the solution of practical problems.

(6) Given the changing East-West relationships, something has to be added to the post-World War II exchange-of-persons programs. Immediately after the war, people needed and wanted the new knowledge which was produced in abundance in the West, especially in the United States. Actually, a certain kind of prestige was attached to educational grants for study in the West. Now, not only have excellent educational and research institutes been established in the East, but also the Western way of life is perceived by many to be less attractive, less ethical than it once appeared. On the other hand, the day is past when a Western scholar with a pocket full of money could go to Asia, hire local people to help him collect research data and one day take off with all his card files and tape recorders full of information to become an instant expert at home. The day of what some Asians called "intellectual imperialism" is over. Research into varying cultural areas must be collaborative. Easterners and Westerners must get together as partners and colleagues in a common task, rather than visiting dignitaries or experts in each other's territory.

Probably the most important task in a world of different levels of affluence and power is to foster dignity, equality and respect. The people of every country desire not only quality of life at home but equality of relations abroad. When people do not receive what they feel to be their due, anger is born; when people are treated as inferior, hatred is born. The task is to design programs which foster equitable, reciprocal relations in which both sides maintain their pride.

(7) World War II changed most East-West relations from a vertical relationship of colonialism to a more horizontal relationship of free nations. However, the relationships were not those among equals. The United States emerged from the war strong and unscathed while the nations devastated by war needed rebuilding, and those recently established needed development. The West, especially the United States, provided technical assistance for the building and rebuilding. Although at its best an altruistic gesture, this assistance created a donor-recipient relationship, with the West feeling the glow of the ability to help and the East the pain of the necessity always to receive. In fact, some in the West even identified superior technology with superior intelligence and morals. For stable relationships, the donor-recipient syndrome must be changed to one of partnership in which people cooperate for the common good. Whether rich or poor, we are in the same boat. No country or group of people can point to others and say, "Hey, your end of the boat is sinking!"

(8) The idea that the more affluent countries have a responsibility to assist the less affluent countries began to be articulated and practiced after World War II. It is a new concept on the political level and therefore has many pitfalls as well as many advantages. It is now generally accepted

(Continued at right)

## Fifteen years . . .

(Continued from page 14)

These materials were approved at the Board's meeting on December 9 and 10. The various legal documents envisaged the establishment of an autonomous governing body for the Center through the combined action of the Hawaii State Legislature, the Governor of Hawaii, and the Secretary of State. This governing body would represent a broad cross-section of distinguished individuals qualified to govern this Hawaii-based Center in the national interest and in consonance with the objectives of the enabling federal legislation.

After working out the final details between the Department of State and the University of Hawaii, the Board of Regents formally approved the package of documents at its March 1975 meeting and submitted them to Governor Ariyoshi, who transmitted the proposed bill for an act to the State Legislature as an administration measure. After a series of legislative hearings and a thorough review of the many implications of the proposal, the Hawaii Legislature passed a revised version of the bill for an act on April 11, 1975. On May 14, 1975, the fifteenth anniversary of President Eisenhower's signing of the Federal Legislation providing for the establishment of the Center, Governor Ariyoshi signed into law Act 82, creating the public corporation to operate and administer the East-West Center.



Under the auspices of the Dillingham Corporation of Honolulu, the East-West Center has invited eight noted statesmen, authors and professionals to Hawaii to present formal lectures. Here Singapore's Prime Minister Lee Kuan Yew, flanked by Deputy Chancellor Sam Gilstrap and Chancellor Everett Kleinjans, joins Center staff and participants in an informal discussion prior to his Dillingham lecture November 11, 1970.

As a result of this action, the governing board (see page 1) took responsibility for the operation of the East-West Center from the University of Hawaii Board of Regents on July 1, 1975. □

## In Search . . .

(Continued from page 16)

that any nation which wants to develop (i.e., improve the quality of life of its people) must do so itself—but not necessarily alone. Although science and certain technology can be borrowed and imported from abroad, creativity from within is ultimately the only answer. The local creation of a better way to pump water from one rice paddy to another or to thresh the grain may do more for development than the importation of an automobile factory or a steel mill. Improving the quality of life is not ultimately a matter of technology, nor of GNP, but a movement of the human mind, the uplifting of the human spirit. Sensitive Asians declare that they want to "modernize," but on their own terms, maintaining their own spirit and identity.

(9) With the rapid changes occurring in the Asia/Pacific area of the world and the greater impact the events there have on the rest of the world, we human beings are going to have many difficult learning tasks if we are to emerge into the 21st Century with some modicum of good human relations. First, we are going to have to learn to live

with uncertainty. No one knows what the future holds or if we will be able to find solutions to the great problems facing men. People will have to play roles for which they have no specific training or experience. The security of knowing one's job and one's competence in that job will not always be present. Secondly, we will have to learn to accept mistakes by each other so that a spirit of adventure and innovation will prevail. Seeking solutions to problems will involve risk taking, but few will have the courage to take risks if some mistakes are not accepted as part of the cost of coping with new situations. Third, we must learn to communicate new ideas and methodologies, new concepts and understandings across the barriers to communication—academic disciplines, professions, cultures, and languages, even groups and committees. This implies the necessity to learn the patience necessary to take the time to communicate. Administratively it means learning to take the time to design activities that are cross-disciplinary, cross-cultural, and cross-professional. Finally, we need to learn humility, i.e., learn that the world does not depend upon us alone, certainly not on individuals in isolation. We must come to see that we need each other's insights and inspirations, help and cooperation. □



